

MANAGEMENT SURVEY

REPORT

Prepared by the Miami-Dade County

Training Task force
Training Needs Assessment Committee

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EXECUTIVE SUMMARY

A management survey was constructed in order to gather specific information about the training needs of Managers from a group of County executives who participated in a facilitated survey conducted by Florida International University in the fall of 1998. The survey was constructed and distributed to the population indicated above during the spring of 1999. 511 surveys were distributed and 45% (230) were returned. The data has been analyzed in order to identify meaningful relationships that will be used to formulate recommendations for the Training Task Force.

METHOD

RESPONDENTS

Respondents were selected from a designated population of County executives who were invited to the Port of Miami for a facilitated survey conducted by Florida International University. In general the respondent population consists of County executives at the level of Division Director or above.

Of the 230 respondents the majority (68.2%) were male with almost 50% of the respondents having graduate degrees. 42% of the executives reported having over 20 years seniority in the County while 97% indicated that they earned over \$51,000 per year. 42% of the respondents indicated that they considered themselves Caucasian, 29% indicated Hispanic, 29.8% indicated they were African American and 8% indicated other. Almost 70% indicated that they were age 45 or above.

INSTRUMENT

The management survey instrument contains 20 categories with 2 items each for a total of 40 items. Each item used the Liker scale format with a stem and 4 distractor choices. Additionally, item 40 asked for important work aspects not covered in the survey and item 41 asked for an explanation of uncovered items if applicable. The last page of the 8-page survey contains 7 demographic category topics ranging from age to salary range.

PROCEDURE

The entire population of County executives at the level of Division Director or above were surveyed using a random, computer generated, list provided by the Employee Relations Administrative Services Division. Once mailing labels were generated, surveys were sent with a cover letter by inter-office mail to each respondent. Respondents were instructed to return the surveys to the Office of the County Manager. Survey data was then input into a Statistical Package for the Social Sciences (SPSS) computer program data sheet and analyzed. The following results were obtained:

STATISTICS/RESULTS

DEMOGRAPHIC INFORMATION

Respondent demographic information is displayed with item numbers, item category and item distractors with missing values indicated. The data indicates that the largest group of respondents are caucasian males above the age of 45. Additionally, most respondents hold bachelors or graduate degrees, have been with the county eleven or more years, supervise more than sixteen employees and earn more than \$51,000 per year.

ITEM #	CATEGORY	DISTRACTORS				MISSING VALUES.
44	Age	18-25	26-34	35-44	45+	
		(1) .4%	(9) 4%	(59) 26.1%	(91) 40.8%	(4)
45	Ethnicity	African American	Caucasian	Hispanic	Other	
		(47) 20.8%	(95) 42%	(66) 29.2%	(18) 8%	(4)
49	Gender	Male		Female		
		(150) 68.2%		(70) 31.8%		(10)
46	Educational Level	HS/GED	Associates	Bachelor's	Graduate	
		(9) 4%	(6) 2.7%	(99) 43.8%	(112) 49.6%	(4)
48	Seniority	0-5 years	6-10 years	11-20 years	20+ years	
		(19) 8.4%	(37) 16.4%	(75) 33.2%	(95) 42%	((4)
43	# of Direct Reports	5 or less	6-15	16-25	26+	
		(57) 25.6%	(49) 22%	(26) 11.7%	(91) 40.8%	(7)
47	Salary Range	20,000 or less	21,000 – 35,000	36,000 – 50,000	51,000+	
		(0) 0%	(0) 0%	(6) 2.7%	(219) 97.3%	(5)

■ Table: Respondent demographic information.

IMPORTANCE: CUSTOMER SERVICE/INTERPERSONAL COMPETENCIES

98.3% of the people agree that it is important or very important to give people who contact the department the help that they need. 99.6% of the people agree that it is important or very important to respond to people tactfully, with sensitivity, diplomacy and courtesy. 99.9% of the people agree that it is important or very important to cooperate with co-workers and subordinates and work together as a team. 99.2% of the people agree that it is important or very important to communicate effectively when speaking to others and listen to what they have to say.

ITEM #	CATEGORY	DISTRACTORS				MISSING VALUES.
1	Give people who contact the department the help that they need	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() .9%	() .9%	() 13.1%	() 85.2%	(4)
3	Respond to people tactfully, with sensitivity, diplomacy and courtesy	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 0.0%	() 9.0%	() 10.5%	() 89.1%	(4)
5	Cooperate with co-workers and subordinates and work together as a team	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 0.0%	() .4%	() 10.0%	() 89.9%	(10)
21	Communicate effectively when speaking to others and listen to what they have to say	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() .4%	() .9%	() 16.7%	() 82.5%	(4)

■ Table: Customer service/interpersonal competency needs.

RATING: CUSTOMER SERVICE/INTERPERSONAL COMPETENCIES

70.3% of the people agree that some training or a great deal of training is needed to be able to give people who contact the department the help that they need. 69.3% of the people agree that some training or a great deal of training is needed to be able to respond to people tactfully, with sensitivity, diplomacy and courtesy. 65.4% of the people agree that some training or a great deal of training is needed to know who to cooperate with co-workers and subordinates and work together as a team. 93.4% of the people agree that some training or a great deal of training is needed to know how to communicate effectively when speaking to others and listen to what they have to say.

ITEM #	CATEGORY	DISTRACTORS				MISSING VALUES.
2	Give people who contact the department the help that they need	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 2.7%	() 27%	() 60.6%	() 9.7%	()
4	Respond to people tactfully, with sensitivity, diplomacy and courtesy	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 2.2%	() 28.4%	() 60%	() 9.3%	()
6	Cooperate with co-workers and subordinates and work together as a team	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 2.2%	() 32.5%	() 48.7%	() 16.7%	()
22	Communicate effectively when speaking to others and listen to what they have to say	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 4%	() 2.7%	() 43.8%	() 49.6%	()

■ Table: Customer service/interpersonal competency rating.

IMPORTANCE: INDIVIDUAL CHARACTERISTICS

99.1% of the people agree that it is important or very important to set good examples of ethical behavior. 98.2% of the people agree that it is important or very important to handle stress related to the job. 99.1% of the people agree that it is important or very important to manage time efficiently. 98.7% of the people agree that it is important or very important to identify, analyze and solve problems.

ITEM #	CATEGORY	DISTRACTORS				MISSING VALUES.
7	Set good examples of ethical behavior	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() .4%	() 4%	() 8.8%	() 90.3%	()
9	Handle stress related to the job	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 0.0%	() 1.8%	() 32.6%	() 65.6%	()
15	Manage time efficiently	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 0.0%	() .9%	() 25%	() 74.1%	()
33	Identify, analyze and solve problems	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 0.0%	() 1.3%	() 16.3%	() 82.4%	()

■ *Table: Respondent demographic information.*

RATING: INDIVIDUAL CHARACTERISTICS

57.8% of the people agree that some training or a great deal of training is needed to set good examples of ethical behavior. 80.3% of the people agree that some training or a great deal of training is needed to handle stress related to the job. 76.3% of the people agree that some training or a great deal of training is needed to manage time efficiently. 68.4 of the people agree that some training or a great deal of training is needed to be able to identify, analyze and solve the problem.

ITEM #	CATEGORY	DISTRACTORS				MISSING VALUES.
8	Set good examples of ethical behavior	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 3.6%	() 38.6%	() 49.3%	() 8.5%	()
10	Handle stress related to the job	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 3.1%	() 16.5%	() 63.8%	() 16.5%	()
16	Manage time efficiently	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 1.8%	() 22%	() 60.4%	() 15.9%	()
34	Identify, analyze, and solve problems	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 3.1%	() 28.9%	() 57.3%	() 11.1%	()

■ Table: Respondent demographic information.

IMPORTANCE: INDIVIDUAL SKILLS/COMPETENCIES

97.4% of the people agree that it is important or very important to use a computer to enter, display, manipulate or transmit information. 99.6% of the people agree that it is important or very important to use proper grammar, spelling, punctuation and style when preparing written material. 86% of the people agree that it is important or very important to make effective presentations to groups (public speaking). 82.9% of the people agree that it is important or very important to develop budgets, prepare requisitions and account for fiscal expenditures.

ITEM #	CATEGORY	DISTRACTORS				MISSING VALUES.
13	Use a computer to enter, display, manipulate, or transmit information	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 0.0%	() 2.6%	() 35.1%	() 62.3%	()
17	Use proper grammar, spelling, punctuation and style when preparing written material	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() .5%	() .4%	() 18%	() 81.6%	()
19	Make effective presentations to groups (public speaking)	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 1.8%	12.3%	() 35.1%	50.9%	()
23	Develop budgets, prepare requisitions, and account for fiscal expenditures	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 10.5%	() 6.6%	() 32.5%	() 50.4%	()

■ *Table: Respondent demographic information.*

RATING: INDIVIDUAL SKILLS/COMPETENCIES

66.9% of the people agree that some training or a great deal of training is needed to be able to use a computer to enter, display, manipulate or transmit information. 76.6% of the people agree that some training or a great deal of training is needed to use proper grammar, spelling, punctuation and style when preparing written material. 66.8% of the people agree that some training or a great of training is needed to make effective presentations to groups (public speaking). 59.6% of the people agree that some training or a great deal of training is needed to develop budgets, prepare requisitions and account for fiscal expenditures.

ITEM #	CATEGORY	DISTRACTORS				MISSING VALUES.
14	Use a computer to enter, display, manipulate, or transmit information	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 0.4%	() 4%	() 26.1%	() 40.8%	()
18	Use proper grammar, spelling, punctuation and style when preparing written material	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 0.9%	() 22.5%	() 49.3%	() 27.3%	()
20	Make effective presentations to groups (public speaking)	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 10.3%	() 21.9%	() 52.1%	() 14.7%	()
24	Develop budgets, prepare requisitions, and account for fiscal expenditures	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 14.7%	() 25.9%	() 45.8%	() 13.8%	()

■ Table: Respondent demographic information.

IMPORTANCE: SUPERVISORY COMPETENCIES

96.9% of the people agree that it is important or very important to be able to have the ability to implement the department's policies, rules, administrative orders and SOP's. 98.2% of the people agree that it is important or very important to make timely and consistent decisions. 92.9% of the people agree that it is important or very important to be able to evaluate job performance of subordinates objectively. 91.6% of the people agree that it is important or very important to implement discipline firmly, fairly, consistently, progressively and in private. 97.8% of the people agree that it is important or very important to treat everyone fairly and impartially. 96.9% of the people agree that it is important or very important to plan ahead to avoid crises. 93.8% of the people agree that it is important or very important to manage conflict, keeping it from becoming unhealthy or destructive. 95.6% of the people agree that it is important or very important to understand the department's sexual harassment policy.

ITEM #	CATEGORY	DISTRACTORS				MISSING VALUES.
11	Ability to implement the department's policies, rules, administrative orders and SOP's	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() .9%	() 2.2%	() 19.4 %	() 77.5%	()
25	Make timely and consistent decisions	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 0.0%	() 1.8%	() 15.4%	() 82.8%	()
27	Evaluate job performance of subordinates objectively	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 4.4%	() 2.2%	() 33.8%	() 59.1%	()
29	Implement discipline firmly, fairly, consistently, progressively, and in private	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 6.6%	() 1.8%	() 27.6%	() 64%	()
31	Treat everyone fairly and impartially	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 1.3%	() 0.9%	() 19.8%	() 78%	()
35	Plan a head to avoid crises	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 1.8%	() 1.3%	() 21.2%	() 75.7%	()
37	Manage conflict, keeping it from becoming unhealthy or destructive	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 1.7%	() 4.4%	() 26.6%	() 67.2%	()
39	Understand the department's sexual harassment policy	Not Applic. To My Job	Not Very Important	Important	Very Important	
		() 0.9%	() 3.5%	() 35.8%	() 59.8%	()

■ Table: Respondent demographic information.

RATING: SUPERVISORY COMPETENCIES

67.7% of the people agree that some training or a great of training is needed to be able to have the ability to implement the department's policies, rules, administrative orders and SOP's. 62.1% of the people agree that some training or a great of training is needed to make time and consistent decisions. 59.6% of the people agree that some training or a great of training is needed to evaluate job performance of subordinate objectively. 65.9% of the people agree that some training or a great deal of training is needed to implement discipline firmly, consistently, progressively and in private. 56.2% of the people agree that some training or a great of training is needed to treat everyone fairly and impartially. 68% of the people agree that some training or a great of training is needed to plan ahead to avoid crises. 73.5% of the people agree that some training to a great of training is needed to manage conflict, keeping it from becoming unhealthy or destructive. 53.3% of the people agree that some training or a great deal of training is needed to understand the department's sexual harassment policy.

ITEM #	CATEGORY	DISTRACTORS				MISSING VALUES.
12	Ability to implement the department's policies, rules, administrative orders and SOP's	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 1.8%	() 30.5%	() 55.3%	() 12.4%	()
26	Make timely and consistent decisions	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 3.1%	() 34.8%	() 48%	() 14.1%	()
28	Evaluate job performance of subordinates objectively	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 11.1%	() 29.3%	() 48%	() 11.6%	()
30	Implement discipline firmly, fairly, consistently, progressively, and in private	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 11.1%	() 23%	() 51.3%	() 14.6%	()
32	Treat everyone fairly and impartially	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 3.1%	() 40.6%	() 46.4%	() 9.8%	()
36	Plan a head to avoid crises	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 4.4%	() 27.6%	() 49.3%	() 18.7%	()
38	Manage conflict, keeping it from becoming unhealthy or destructive	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 3.5%	() 23%	() 54.9%	() 18.6%	()
40	Understand the department's sexual harassment policy	Don't Know/NA	Very.Little Trng. Needed	Some Trng. Needed	Great Deal Trng. Needed	
		() 5.3%	() 41.4%	() 44.5%	() 8.8%	()

■ Table: Respondent demographic information.

OPEN ENDED COMMENTS

ITEM #	CATEGORY	DISTRACTORS		MISSING VALUES.
41	Is there any important aspect of the work in your area of responsibility that was not covered in this survey where additional training was needed?	No	Yes	
		() 74.6%	() 25.4%	()
42	If you answered “yes” please explain:	Responses indicated below		
<ul style="list-style-type: none">◦ BCC Agenda brochures◦ Need continuing professional education refreshers; incentives professional employees attendance at conferences and skill-building seminars or workshops.◦ County Attorney’s office should issue periodic papers containing updates on noteworthy changes to stationary and case law, with commentary related to the various areas of County administration for distribution to mid as well as upper level employees.◦ A newsletter clearly explaining County policy current critical issues would be a helpful supplement to the sketching information provided in the Miami Herald.◦ Provide training on competing with private enterprises, i.e., writing R.F.P’s◦ A.D.A. and F.M.L.A. training would be helpful◦ Training on liability issues◦ Technical training◦ Safety training◦ Policy formulation – long and short term◦ Setting goals and objectives◦ Safety and Risk Management◦ Specific training in FAMIS◦ There are processes managed by other departments which severely impacts timely completion and costs of our responsibilities. These problems need evaluation.◦ Procurement process◦ Minority participation building evaluation process◦ Management tools: performance measures, alternative service provision, process analysis◦ Address the issue of dealings with BCC members◦ Compulsory training required to remain in compliance with grant awards. Consistently a budget issue – non-approvals when (no money) training cannot be obtained free of charge or locally◦ The number and type of computers are inadequate. There is an urgent need to develop tailor mode programs to meet the needs of the department. Existing computer section is completely incapable of providing such service. Requests are ignored. Hundreds of manpower hours are wasted◦ Building cooperation between citizens, civic leaders, appointed officials, elected officials and businesses◦ Manage adversarirte meetings with individuals being regulated or who are under enforcement action◦ Increasing demand from policy makers – dictating operations◦ Reconcile resources (insufficient) with work/load demands◦ Racism policy: explain how it applies to more than one race or ethnicity◦ Much training is needed in the area of ethnic and cultural sensitivity. Miami-Dade County is predominantly Hispanic, yet not much training is administered in the area of Hispanic cultural diversity. One of our County’s major sources of income, for example, derives from the tourist industry. Ostensibly, we are <i>the Gate to the Americas!</i> Having a staff that has a basic understanding of the distinct Hispanic cultures visiting and residing in our County would enhance the quality of services the department may provide. Training alone is not sufficient. Every effort must be made to have a department that truly reflects the community it serves, at all levels, from the department director to the most junior member. Diversity ensures equity and effectiveness for all.◦ Specific subject matter training, e.g., in the area of Human Resource Management, would be helpful. Also, software training for professionals and clerical is needed word processing, windows, and spreadsheets.◦ Technical training (software development, database).◦ Personality improvement courses; attitude adjustments courses; training on coping with family crisis and workload				

- ° Countywide, computer business application knowledge requires improvement. Knowledge of common sense business internal controls presents an opportunity for improvement
- ° In the arena of Information Technology staff and management need training in Project Management, Strategic Planning, Disaster Recovery and Business Continuity Planning. In addition, IT staff needs to keep current on IT products and tools used by the County
- ° Training for professional staff in applicable areas.
- ° General Miami-Dade County training on government structure and operations
- ° There are technical aspects of this Division's duties that may need attendance to regional and/or national types of gatherings (to keep abreast what others in the field are doing well and why and how); budget constraints make this increasingly difficult.
- ° Professional training in areas of expertise for professional staff to stay abreast of their respective professional and industry developments i.e., compensation, recruitment, benefits, labor relations, testing and violation, training employee support services. Much more important than generic "feeling touchy". This is sorely needed
- ° ADA – work site accommodations
- ° Non-discrimination in the workplace
- ° Good record keeping
- ° Procurement procedures; especially requests for proposals and invitations to bid; bid protests; and the political environment surrounding these procedures
- ° PC training regarding Windows, Excel, etc., and understanding and using PC software programs for GIS
- ° This survey will not accurately reflect training needs because you did not allow a response if training is not required in an area. Are you trying to justify your job?
- ° Commissioners involvement in constituents delinquent bills. Pass a law prohibiting this similar to come to silence
- ° Long range operational planning
- ° Safety and operating equipment
- ° Job flexibility to do a better job
- ° The total inability at all levels, in writing skills, i.e., grammar, punctuation, etc.
- ° Sensitivity to the impact of policy decisions
- ° An ongoing series of interactive workshops between departments that deal with the same (groups) of customers would be beneficial to developing better, streamlined procedures; maybe invite some public participation also.
- ° Also, an annual or even semi-annual address by the management staff to share his thoughts and perspective on policies, what's in-the-news, etc., would be worthwhile
- ° Decisions that impact the department need to be discussed within several key people. Secrecy and unhealthy paranoia is detrimental to morale. Poor morale leads to poor work quality.
- ° Court testimony
- ° Giving depositions
- ° Gossip based on lies, false accusations, and passive aggressive behavior
- ° Management should empower employees more and these should be immediate when praising or reprimanding. Employees should not be left to make major ethic mistakes before being disciplined or eliminated from a position
- ° We need to be able to travel to transit related conferences and seminars to avoid becoming obsolete in the industry. Even though most of this travel is paid by federal funding agencies, we are not allowed to participate in programs, often sponsored by the same funding agencies, because of the negative perception of public officials traveling. All transit agencies get together to discuss problems and solutions and we are never represented
- ° Having a sense of responsibility and assuming a caring attitude
- ° Learn to work smarter for better quality and efficiency
- ° Meeting deadlines to minimize amount of follow-up required
- ° How to be a leader
- ° Technical knowledge of the areas of responsibilities to include updates on areas of existing knowledge and what other municipalities are currently doing in these areas
- ° Internal development of a skilled workforce requires training in the fundamental area of aviation
- ° Common sense.... teach it!
- ° Communications
- ° Dealing with angry people. This training would help our field staff
- ° Technology competency is crucial to the successful performance in our department. Extensive training is needed
- ° Aspect: (a) Delegation of work (b) receiving delegation. Both aspects are very important and need a great deal of training
- ° Code regulation/Ticket writing, etc.

- ° As a Division Director, I recognize that change must come from the TOP and consistently monitored therefore the Director of the agency is in need for the following: 1) Basic management principles 2) Theories of organization design, goals and effectiveness 3) personnel policies and federal laws 4) Technology, structure and job designs 5) Differentiation, interdependence and conflict 6) Control systems “Behavior vs. Output Controls” 7) Strategy and Environment vs. Organizational Culture.
- ° People in leadership positions must learn the importance of organization design and management principles to effectively change the organization performance

■ *Table: Respondent demographic information.*

DISCUSSION

PROCEDURE

To create a bulleted list like this, select one or more paragraphs and choose the List Bullet style from the Style drop-down list.

SUMMARY RECOMMENDATIONS

THE FOLLOWING RECOMMENDATIONS SHOULD BE CONSIDERED:

- To create a bulleted list like this, select one or more paragraphs and choose the List

This Style—the Block Quotation—can be used for quotes, notes or paragraphs of special interest. To use the Block Quotation Style, highlight any paragraph and choose Block Quotation from the style drop-down list on the Formatting toolbar.